

S E C R E T

Approved For Release 2002/08/15 : CIA-RDP83B00823R000400040016-3

DDA/76-5205

32 JUL 1976

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Assistant for Information

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Management by Objectives (MBO) for  
Fiscal Year 1977

1. Attached is the Directorate of Administration Objectives for Fiscal Year 1977 that confirms approval for those objectives discussed at the most recent management conference with each of you.

2. As has been our custom, bi-monthly meetings will be held during the coming year to review and assess progress against the milestones of our action plans. We will also continue to use the forum of the management conferences to review progress against the objectives of the Annual Personnel Plan (APP) and the Equal Employment Opportunity Plan (EEOP). The progress against the objectives of these two plans will be reviewed three times during the fiscal year--the first review as of 31 January, the second as of 31 May, and the third and final as of 30 September. The detailed specifics and format of the report will be developed after the two plans have been submitted and approved.

3. I have requested that among the objectives for each office we include one for continued development and implementation of Program Mission Evaluation (positive indicators).

DOWNGRADED TO CONFIDENTIAL WHEN  
SEPARATED FROM ATTACHMENTS.

OS 64615

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I anticipate that the management conferences will provide not only opportunity for discussion of the development, testing, and refinement of the program, but also for review of the actual substantive reports. Therefore, to the extent possible, I would like each Office to prepare a preliminary evaluation of at least one program mission for our first management conference in FY 1977.

4. For your information there is also attached a copy of a memorandum to the Director, OMB, outlining the twelve objectives of CIA for FY 1977 and a copy of a more detailed statement of our objectives initiated by the Office of the Comptroller. The DDCI intends to use the EAG as the vehicle for tasking, supporting, and effecting these objectives. Since the procedural approval differs somewhat from our Directorate MBO procedures, Agency level objectives directed to DDA or that DDA supports will be handled separately and individually.

[Redacted Signature Box]

25X1

*John F. Blake*

Attachments:

- (A) DDA Objectives
- (B) Memo to the Director, OMB
- (C) Detailed Objectives from O/Comptroller

DDA  
Objectives for FY 1977

October 1976

Office of Communications

Objectives for FY 1977

ITS-W (LASERFAX) - Procure and install a switched wideband secure distribution system complete with high-resolution, photographic-quality facsimile terminals to support the Intelligence Community imagery transmission requirements. A simplex test bed will be installed and activated for operational evaluation by October 1976. The final ten terminal operational system is expected to be completed by 1 January 1978.

AFT - Install 13 Automated Field Terminals (AFT) systems (three procured in FY 76 and ten in FY 77) in field stations by 30 September 1977.

HATS - Complete installation of the first two links of the HATS wideband digital microwave system by 22 June 1977. If funding becomes available, three additional links will also be procured in FY 77.



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Tandem Switch - Complete the installation and activation of the Secure Voice Trunk (TANDEM) Switch and operators console to interface the Agency's Headquarters area secure voice system with the secure voice systems of other agencies and the Agency's  overseas narrowband secure voice systems. This switch should be installed and activated no later than 1 April 1977.

25X1

CDS - Complete the installation and acceptance of the Headquarters Cable Dissemination System.

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Communications by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

## Office of Data Processing

Objectives for FY 1977

SAFE - By April 1981 put into operation a reliable and expandable on-line data processing system to facilitate the intelligence analyst's access to and use of intelligence data so that the quality and timeliness of finished intelligence can be improved.

25X1 RAPID - By 30 September 1977 complete acceptance testing at the contractor's site of a computer system for data communication and report preparation functions concerned with publishing [ ] By 30 September 1978 complete the implementation of an operational system [ ] facilities.

25X1 Stand-Alone Minicomputer Study - Complete by 31 January 1977 a study of the stand-alone minicomputer in place of a multi-programmed, large scale processor for an information storage and retrieval application.

ADP Chargeback - By 38 February 1977 develop and implement procedures which will enable allocation of ADP services to user offices.

CAMS Enhancements - By 30 September 1977 complete action on the COMIREX Automated Management System (CAMS) required to:

Establish an initial operating capability in October 1976;

Modify the system after establishment of the initial operating capability to overcome operational problems and to install remaining Block I capabilities and high priority Block II enhancements; and

Revise the management plan as necessary to reach an agreed upon schedule with the COMIREX Staff for Block II, III, and IV CAMS enhancements.

MAP projects - In support of Management Assistance Program:

GAS enhancements - By 30 September 1977 complete action on the General Accounting System (GAS) required to:

Establish an initial operating capability in October 1976;

Modify the system after establishment of initial operating capability to overcome operational problems and to install high priority enhancements; and

Develop an agreed upon schedule with OF for future enhancements.

Payroll Legal Requirements - By 27 February 1977 complete the modification to the Payroll system for legal requirements.

Payroll Modifications - By 31 May 1977 in collaboration with OF develop an agreed upon schedule for additional modification to the Payroll system.

CAMPS - By 30 September 1977 complete for OMS the agreed-upon schedule of data processing tasks for the Computer Assisted Processing System (CAMPS).

GAP - By 31 January 1978 complete the General Archives Program (GAP) to provide a historical computer file of all personnel transactions.

PERSIGN II - By 31 January 1978 establish an initial operating capability for a personnel information system, PERSIGN II, for processing personnel actions and passing such information, through appropriate interfaces, to other DDA applications that require up-to-date personnel data.

CENCO - By 30 September 1977 implement for the Cover and Commercial Staff an automated cover history system and a cover compromise summary.

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Computer Plan - By 30 September 1977 increase ODP computer service capacity so that the following levels are reached:

Type of Service

Capacity

Batch Processing  
GIMS Production  
Time Sharing

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Evaluation of Program Performance - By 30 September 1977 produce a series of graphic, output-oriented indicators which can be used to judge performance of program missions (functions).

ADP Chargeback - By 28 February 1977 develop and implement procedures which will enable allocation of ADP services to user offices.

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Data Processing by 30 September 1977.

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## Office of Finance

Objectives for FY 1977

GAS Enhancements - Implement General Accounting System (GAS) as of 1 October 1976. As soon as feasible thereafter provide the enhancements necessary to satisfy requirements which have been identified since the "freeze" date of the initial developmental phase of GAS. (Joint with ODP)

Payroll Legal Requirements - Complete implementation of the "legal requirements" portion of the payroll system; i.e., FLSA, withholding of city and local taxes, accumulation of gross wages on which state and local taxes are withheld, and automate retirement deductions (7-1/2%) for firefighters. (Joint with ODP)

Eliminate Payroll RCA-501 Simulation - Revise four week and monthly payroll and CIARDS annuity payment procedures as necessary to eliminate dependency on computer programs simulating RCA-501 operations.

Electronic Funds Transfer - Prepare electronic funds transfer procedures to extent feasible for employees payrolled openly as CIA and for CIARDS annuitants. (Joint with ODP)

CIARDS Actuarial Update - Establish procedures for the annual update of the data base used for actuarial evaluations. Accomplish such updates prior to 30 Sep 1977 for the periods: 1 Jan through 30 Sep 1974 through 30 Sep 1975, and 1 Oct 1975 through 30 Sep 1976.

Biweekly Payroll Extension of Scope - Complete analysis and specifications for modifications to biweekly payroll system to accommodate overt and official cover pay cases now processed on the special four-week or monthly payrolls. (Joint with ODP)

Finance/CONIF - Complete development and implementation of the finance facets of the Contract Information System (CONIF III). (Joint with ODP and OL)

Invoice Payment - Develop and implement a system to provide computer assistance for the payment of vendor invoices (Invoice Payment Project). This project will require direct interface with the Inventory Control System. (Joint with ODP and OL)

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Finance by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

Office of Logistics

Objectives for FY 1977

DCI Objectives

Prepare an action plan for the managing, staffing, and locating of a genographics system: Seek the endorsement and support of Agency components which perform graphic arts or related functions.

DDA Objectives

Courier Receipts - Institute a universal courier receipt.

Reduction of Copier/Duplicator Costs - Reduce unit copying costs through: (a) identifying total costs; (b) ascertaining achievable cost reductions levels; (c) implementing cost reduction measures; and (d) measuring results of the program.

P&PD MIS - Expand the Printing and Photography Division (P&PD) Management Information System (MIS) such that indicators of the quality of P&PD products are available.

PM for Special Use Areas - Provide an effective preventive maintenance program in special-use areas in the Headquarters Building. To assist in accomplishing this objective, the Systems Analysis Branch will establish a series of ADP programs which will be applicable to any Agency facility requiring scheduling and monitoring of maintenance of building or power plant equipment.

ICS Enhancement - Improve Inventory Control System (ICS) information retrieved for stock management purposes by expanding the Identification File to cover direct procurement actions.

Standardizing Competitive Bid Contracts - Explore the possibility of utilizing a standardized approach for competitive bid contracts, versus the customization of competitions, to determine which is more appropriate for Procurement Division needs.

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MPA/PRA Status Information - Using data available from the ICS and O/Comptroller, develop and implement an automated routine which will allow OL to determine, at any time, the status of the Material Procurement Account, and the status of Property Requisitioning Authority (PRA) in each of the Agency component accounts.

Micrographics Consolidation - Determine the feasibility for consolidation of the Agency's micrographics programs in P&PD.

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Logistics by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

Office of Medical Services

Objectives for FY 1977

CAMPS

System: Develop and implement the Computer Assisted Medical Processing System (CAMPS). (Joint with ODP)

Positive Indicators: With use of CAMPS data, devise systems and procedures to develop and establish a series of positive indicators against which program missions (functions) can be judged.

Assessment Center Techniques - This objective is continued only as a means of tracking the use of the Assessment Center techniques.

Employee Health Education - Develop and implement an Agency health education program for all Agency employees.

Counterterrorism - Continue the program on counterterrorism that provides behavioral science support and guidance to appropriate personnel and components of the Agency and the Intelligence Community.

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Medical Services by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

Office of Personnel

Objectives for FY 1977

State of Morale Survey - By 31 December 1976 determine state of morale in the Agency by surveying middle level supervisors concerning the state of morale in their units. (Began in Transition Quarter)

APP and PDP as Career Service Tools - By the end of FY 77 establish the APP and PDP as the primary tools used by senior Career Service (and Subgroup, if appropriate) managers to direct and monitor general personnel management goals and executive successor planning and development respectively.

25X1 Improve Physical Fitness Rooms - By the end of FY 77 complete a full coordinated review with OMS of the operation of the Hqs [ ] physical fitness rooms in order to achieve a measurable improvement in the service provided by the facility.

Position Standards - By the end of FY 77 develop, test and publish position standards for a minimum of eight occupational series to establish, for application within the Agency, a Factor Evaluation System which will improve the Agency's job evaluation process and will be compatible with the FES being developed by the CSC for Government-wide application.

Qualifications, Languages and Overseas Information Procedures - By the end of FY 77 determine if Qualifications, Languages and Overseas coding and input procedures can be processed more economically and efficiently as an "on-line" or "mag tape" system by SRB and/or TRB.

Statistical Reporting Booklet - By the end of FY 77 produce for distribution to Personnel Officers and Directorate Management Staffs a booklet indicating in detail information available through the Statistical Reporting Branch.

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PERSIGN/STAFFING - By December 1977, in conjunction with ODP, implement PERSIGN and STAFFING.

GAP - By December 1977, in conjunction with ODP, implement GAP (General Archives Project) capable of over-night response.

Applicant Processing - Survey the maintenance of data on the status of applicant processing to seek cost savings and service improvements. (Efficiency Evaluation identified to OMB)

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Personnel by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

Office of Security

Objectives for FY 1977

Overseas Security Program - By 30 September 1977 to have expanded the overseas security program to incorporate personnel, residential and facility protection.

Technical Surveillance Equipment - Continue five-year program to replace and update existing technical surveillance countermeasures equipment.

Program Mission Evaluation - Devise by 30 November 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

Badge Machine - By May 1980 extend the Security Access Control System (SACS) to selected Agency remote buildings in the Washington, D. C. area. (Joint with ODP, OC, OL)

Safety Indoctrination - By 30 June 1977 complete a safety indoctrination program for all Agency employees in the Headquarters area.

SANCA - By 30 October 1977 in conjunction with ODP, remove deficiencies from the Security Automated Name Check Activity (SANCA) system and provide system with needed enhancements. (Joint with ODP)

Computer Operations Risk Analysis - In conjunction with ODP, by January 1978, and upon determination of its feasibility, perform a risk analysis of all Agency computer operations. (Joint with ODP)

"Summer Only" Applicant Processing - By January 1977, in conjunction with Office of Personnel, implement a program whereby "summer only" applicant cases for 1977 can be designated for early security processing. (Joint with OP)

05-2 15-79  
Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Security by 30 September 1977.



Office of Training

Objectives for FY 1977

CT Security and Cover Improvements - By May 1977, improve the security and cover procedure in the selection, processing, and training of DDO CT candidates.

Component Training Reporting - By January 1977, modify current annual reporting on component training.

Clerical/Secretarial Employee Training - Review the requirements for a more comprehensive training program for clerical and secretarial employees and prepare a plan to implement the program by May 1977.

Management Training Program - Review and revise the Management Training Program and prepare an implementation plan, by March 1977.

Off-Campus Program Evaluation - By the end of FY 77, evaluate the Agency Off-Campus Program, including the Certificate Programs in Information Systems and language courses.

Intelligence Issue Symposium - During FY 77, plan, secure approval for, and organize a major symposium on a broad intelligence issue of current interest.

ADP System - Prepare and implement by end of FY 77 a plan for the establishment of an ADP system

University Level Intelligence Course - During FY 77, complete development, preparation, and necessary approval of materials constituting a university-level course on intelligence.

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Research Projects - During FY 77, initiative at least four additional research projects, of which two should be major team studies on serious, vexing issues of intelligence process and function.

Language Training Evaluation - Through a systematic debriefing program, in FY 77, obtain language training feedback from selected former students returning from overseas.

Midcareer Course Curriculum Improvements - By the end of FY 77, revise and modify Midcareer Course curriculum and content to improve methods and effectiveness of presentation.

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Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Training by 30 September 1977.

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

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Information and Privacy Staff

Objectives for FY 1977

Public Relations Improvements - Select, test, and implement by 1 March 1977, revised techniques in communicating with the public on FOIA, Privacy Act, and Executive Order declassification matters to enhance the CIA image and to improve public relations.

ADP Log - By 1 January 1977, have an operational ADP log for all FOIA, Privacy Act, and Executive Order requests.

Backlog Reduction - By 1 July 1977, reduce FOIA, Privacy Act, and Executive Order backlog to less than 500 cases.

Processing Time Reduction - By 1 July 1977, reduce the median processing time for Privacy Act requests to 30 calendar days.

Automated Declassification Index - By 1 March 1977, have included 1,000 entries in our present DECAL system or new ADP index of declassification information released to the public.

Staffing Level Reduction - By 1 July 1977, reduce the on-duty staff employees of IPS from 20 to 18.

## Information Systems Analysis Staff

Objectives for FY 1977

Regulation Update - Complete the update of Headquarters Regulations (HR) under the cognizance of the Deputy Director for Administration by 31 December 1977.

Records Control Schedule Review - Assure compliance with FPMR 101.11.401-3(e) which requires the mandatory annual review of Records Control Schedules by the component.

Use of Word Processing - Promote the efficient and cost effective use of Word Processing in the Agency. (Joint with OTR)

DDA Reports Management Program - Establish the data base for an incipient Reports Management Program in DDA in accordance with FPMR 101-11.11.

30-Year Declassification Program - Develop and implement a program for 30-year mandatory declassification.

ARCS - Assess the value of computerizing the records control schedules as Phase I of a long-range program to develop an Agency-wide records control schedule which could eventually provide an automated index to file series in both Headquarters and the Archives and Records Center.

Records Management Handbooks - During FY 77 review for currency all published Records Management Handbooks and publish the revised editions (7 Handbooks). Begin outlining and/or drafting the remaining 7 Handbooks.

Records Management Survey - Survey the Records Management Program and activities in at least three offices.

Agency Regulatory Format - During FY 77 computerize a new format for Agency regulatory issuances (regulations, handbooks, and notices).

Vital Records - Review the Agency's Vital Records program and make recommendations for utilization of the program by the end of FY 1977.

## Management and Assessment Staff

Objectives for FY 1977

Program Mission Evaluation - Continue development and implement during FY 1977 a series of positive indicators against which program missions (functions) can be judged.

MBO Procedural Review - Perform a review of the operation and administration of the MBO program at the directorate level and make appropriate recommendations for change by 31 December 1976.

Assessment of Exchange - Determine effectiveness of Exchange, with goal of making improvements, through implementation of feedback mechanisms such as a questionnaire, with use of April 1977 edition.

Monthly Directorate Activity Report - Develop a theme, format, and procedures to publish a monthly report of selected directorate activities for distribution to DCI and DDCI by 31 December 1976.

Plan for Division Chiefs' Conference - In the interest of inter-office communications develop proposal program for an annual conference of DDA division chiefs by 31 December 1976.

Fiscal and Program Audits - Define role of MAS concerning Audit Staff's fiscal and program audits by end of FY 1977.

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COMPT 76-1534

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DD/A Registry

76-4997

Executive Registry  
76-3623

8 OCT 1976

Mr. Donald G. Ogilvie  
Associate Director for National  
Security and International Affairs  
Office of Management and Budget  
Washington, D.C. 20503

Dear Don:

In fulfillment of Presidential Management Initiatives, Decision Making and Departmental Organization, Item C, I am pleased to send you a set of objectives that the Central Intelligence Agency will strive for and attain during 1977 and 1978.

As you know, over the past two years CIA has been the subject of intense review by the Rockefeller Commission and by two Congressional Select Committees. Executive Order 11905 and a new Senate oversight committee are the results of these inquiries. Our major task over the coming months is to develop appropriate procedures and processes to adjust to these and other very important changes which have taken place in recent months. The Executive Advisory Group (EAG), composed of the Comptroller, the four Deputy Directors and the General Counsel, and formally established in June, is the vehicle I have chosen to advise the Director and me in making the fundamental policy and other decisions that are required. The overriding concern of the EAG is to forge effective management processes that will permit continuing high performance where CIA excels and improvements where better performance is required.

There are five general areas that we have agreed require improvement. These involve: sharpening CIA's capabilities to give policymakers what they really need; establishing an effective Agency management process that will enable us to coordinate and integrate activities of all Directorates; improving Agency planning for the future; placing relations between the CIA and oversight bodies, and the public, on a footing of mutual confidence and respect; strengthening CIA command and control arrangements to insure that our activities are within the law and the limits of propriety; and redrawing personnel policies for the maximum benefit to the Agency, its employees, and its applicants for employment.

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Classified by ☐  
Exempt from general

declassification schedule of E.O. 11652  
Excluded from automatic declassification by E.O. 11652, (1), (2), (3)

Automatically declassified on  
Date Impossible to Determine

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These priority concerns are the framework for the objectives CIA has set for itself. The attached objectives demonstrate CIA's commitment to strive for excellence and will serve as a basic work plan for us over the next year.

Sincerely,

/s/ E. H. Knoche  
*"Hank"*

E. H. Knoche  
Deputy Director

Enclosure

Distribution:

- Original - Addressee, w/enc
- 1 - Nanette Blandin, w/enc
- 2 - DDCI, w/enc
- 1 - ER, w/enc
- ① - DDA, w/o enc
- 1 - DDI, w/o enc
- 1 - DDO, w/o enc
- 1 - DDS&T, w/o enc
- 1 - IC Staff, w/o enc

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### AGENCY OBJECTIVES

During 1977 and 1978 we plan to:

1. Improve our ability to interpret policymakers' and other consumer needs and understand how well our products are meeting those needs.
2. Determine for the future those satellite and other collection systems that will be required to meet our day-to-day intelligence production needs, our crisis needs, and, given the technological advancement of target nations, the need for new telemetry monitoring systems.
3. Institutionalize within CIA a means to ensure adequate consideration of alternate hypotheses having a low probability of being correct but having so significant an impact if true that they must be brought to the attention of policymakers.
4. Reconsider the proper scope and emphasis of our substantive product.
5. Ensure that our basic research capabilities are maintained and our data bases updated and revitalized while increasing emphasis on timeliness of responses to the immediate demands of policymakers.
6. Define the Agency role in SIGINT programs.
7. Make our legitimate financial and personnel cover arrangements more secure and beyond compromise.
8. Improve our system of management review, establishing regulations and guidelines that will enable us to accommodate the demands of unusual operations, in order to protect our integrity and maintain our effectiveness.
9. Improve our personnel management practices and equal employment opportunity performance in the areas of hiring, career development and training, reward for excellence, and retirement and separation.
10. Improve the perceived status of personnel in service versus production or collection elements.
11. Reduce the time required to process new recruits.
12. Review and improve the design of all current Agency training programs such that they augment the skills and capabilities of those in critical segments of the Agency.

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COMPT ~~76-1630~~

Nanette Blandin, OMB

Enclosed is a brief paper giving the additional detail you asked for on CIA's objectives for 1977 and 1978. This supplements the attachment to Mr. Knoche's letter of 6 October 1976, which transmitted those objectives as part of CIA's response to the Presidential Management Initiatives.

Distribution:

Original - OMB, Nanette Blandin

James H. Taylor, Comptroller

- 1 - DDCI
- 1 - ER
- 1 - DDA
- 1 - DDI
- 1 - DDO
- 1 - DDS&T
- 1 - IC Staff
- 1 - Compt Chrono
- 1 - AC/R
- 1 - Reading File
- 1 - Compt Subject
- 1 - AnG Chrono

O/Compt:ResStaff:AnG/

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(14Oct76)

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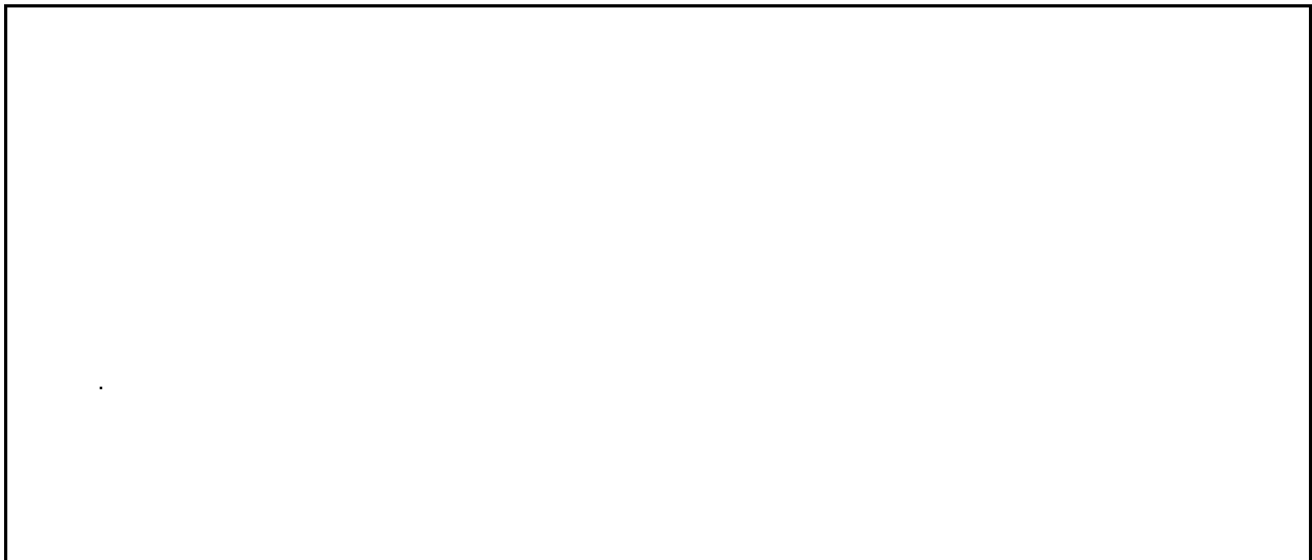
AGENCY OBJECTIVES  
for 1977 and 1978

Objective 1

Improve our ability to interpret policymakers' and other consumer needs and understand how well our products are meeting those needs.

- This objective subsumes inquiries into several questions that concern the range of substantive intelligence products and consumers. Mr. Stevens, the DDI, is the action officer directing several studies. One is due for review by the Executive Advisory Group (EAG) by October 14, 1976. Three others are due to be reviewed by the EAG by February 1, 1977. Mr. Stevens will be supported by elements of the Intelligence Directorate, the Science and Technology Directorate, the Congressional Liaison Officer, and the National Intelligence Officers, as appropriate. Each study is likely to generate subsequent implementing actions.

Objective 2



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Objective 3

Institutionalize within CIA a means to ensure adequate consideration of alternate hypotheses having a low probability of being correct but having so significant an impact if true that they must be brought to the attention of policymakers.

- By March 1, 1977, the Executive Advisory Group expects to have the recommendations of the Intelligence Directorate, the Science and Technology Directorate and the National Intelligence Officers for implementing this objective. Implementation itself will extend at least into 1978.

Objective 4

Reconsider the proper scope and emphasis of our substantive product.

- On November 11, 1976, the Executive Advisory Group will review recommendations for the best balance of in-depth analysis and current reporting to be developed by the Intelligence Directorate and will consider the results of a study being prepared by [ ] on the organizational arrangements that most efficiently support meeting substantive requirements. Subsequent steps depend on the results of that review. 25X1

Objective 5

Ensure that our basic research capabilities are maintained and our data bases updated and revitalized while increasing emphasis on timeliness of responses to the immediate demands of policymakers.

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- This objective is closely allied to Objective 4, as are the means to meet it. Work has been assigned to the production offices in the Intelligence and Science and Technology Directorates, and an initial review by the EAG will take place on November 11, 1976.

#### Objective 6

Define the Agency role in SIGINT programs.

- A SIGINT Task Force was formed in July 1976 with representation from the two Directorates active in SIGINT collection. The EAG will meet monthly on this subject; all work is to be completed by about February 1, 1977.

#### Objective 7

Make our legitimate financial and personnel cover arrangements more secure and beyond compromise.

- Staffs of the Operations and Administration Directorates are preparing proposals for consideration by the Executive Advisory Group. Their reports are due by April 1, 1977; these proposals will lead to changes to be implemented during 1978.

#### Objective 8

Improve our system of management review, establishing regulations and guidelines that will enable us to accommodate the demands of unusual operations, in order to protect our integrity and maintain our effectiveness.

- The General Counsel has been charged to present proposals regarding internal regulations, guidance, periodic review by the Inspector General, regular reporting, and management review. The task is to be completed by February 1, 1977, with the EAG to direct subsequent steps in the process.

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Objective 9

Improve our personnel management practices and equal employment opportunity performance in the areas of hiring, career development and training, reward for excellence, and retirement and separation.

- Basic questions about personnel management are being addressed by the Administration Directorate, assisted by other directorate staffs as needed. An interim report is scheduled for review by the Executive Advisory Group by October 21, 1976. In addition, the DDCI has instituted a requirement for quarterly reporting from each directorate on EEO performance.

Objective 10

Improve the perceived status of personnel in service versus production or collection elements.

- The Administration Directorate will take the lead in preparing studies that are due to the Executive Advisory Group by March 1, 1977.

Objective 11

Reduce the time required to process new recruits.

- The Administration Directorate is charged with reviewing the situation and recommending changes; results of the review are due to the EAG by April 1, 1977. Recommendations should lead to substantial changes in procedures during the following 18 months.

Objective 12

Review and improve the design of all current Agency training programs such that they augment the skills and capabilities of those in critical segments of the Agency.

- The Administration Directorate bears primary responsibility for a thorough review of all phases of training, with an initial report due to the Executive Advisory Group by January 1, 1977.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

MANAGEMENT BY OBJECTIVES (MBO) FOR FISCAL YEAR 1977

FROM:

JOHN F. BLAKE  
D/DIRECTOR FOR ADMINISTRATION  
7D25 HEADQUARTERS

EXTENSION

NO.

DDA 76-5205

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DIRECTOR OF SECURITY  
4E60
2. HEADQUARTERS

3.

4.

5.

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